Maharashtra Education Society
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper
AY 2025-26
Semester: III

Course Code:SC-HR-01 **Course Name: HR Operations**
Total Marks: 50

Instructions:

i. Apply HR operations concepts to propose solutions.
ii. Justify your answers with reasoning, frameworks, or examples

Question 1. Innovate Solutions, a fast-growing IT start-up, experienced a significant scaling event, expanding its workforce from 50 to 500 employees within a single fiscal year. This rapid growth has placed immense pressure on the company's existing Human Resources infrastructure. The HR department has not been able to keep pace with the company's expansion. All critical HR functions, including employee onboarding, attendance tracking, and payroll processing, are still managed manually using Excel spreadsheets. This reliance on a manual system has led to widespread inefficiencies and a high incidence of errors. As a direct result of these operational issues, employees are experiencing frequent and significant problems, including in Delays and inaccuracies in monthly payroll. Mismanagement of attendance records and leave requests. A disorganized and frustrating onboarding experience for new hires. These issues have led to a noticeable decline in employee morale and productivity, and are becoming a serious risk to the company's reputation and long-term sustainability. The HR team is now faced with the urgent task of overhauling its entire operational framework.

1. *As a newly appointed HR Operations Manager, what would be your comprehensive strategy to redesign the current HR processes at Innovate Solutions to improve overall efficiency? (05 Marks)*
2. *Propose specific technology and process automation solutions that would effectively reduce manual errors and scale with the company's continued growth. (05 Marks)*

Question 2:
FinSure Bank, a mid-sized private sector bank, has announced an ambitious expansion plan to strengthen its retail presence across India. As part of this initiative, the bank aims to recruit 300 Sales Executives within the next 6 months. The recruitment team has completed initial rounds of hiring, but a major challenge has surfaced: a significant number of candidates who were issued offer letters are not joining. Instead, they are accepting counter-offers from competitors that promise better incentives and flexible working conditions. This has created a serious backlog of vacancies, and line managers are putting pressure on HR to fill positions quickly, often compromising on the quality of hires. Recruiters, on the other hand, are struggling to maintain balance between speed and accuracy in candidate evaluation. The situation has also highlighted gaps in communication between HR recruiters and business managers regarding job expectations, compensation benchmarks, and realistic timelines. Adding to the challenge, feedback from some candidates indicates that the overall recruitment experience was not

engaging—delays in communication, lack of clarity in role expectations, and limited interaction with future managers reduced their interest in joining FinSure.

As the HR Operations Manager of FinSure Bank, analyze the above situation and recommend solutions *(10 Marks)*

Question 3: **Solve any two each carrying 15 marks**

a. A retail chain with outlets in 8 states received a notice for non-compliance with PF rules. Simultaneously, employees reported salary discrepancies due to overtime miscalculations.

1. *As an HR Operations Head, how would you ensure timely compliance across states?* *(05 Marks)*
2. *What measures will you introduce to prevent salary-related errors?* *(05 Marks)*
3. *How will you communicate changes in payroll rules to employees effectively?* *(05 Marks)*

b. Case let: **The Evolving Social Security Puzzle at Innovate Tech Solutions (ITS)**

Innovate Tech Solutions (ITS), a rapidly growing IT services firm located in Pune, Maharashtra, is at a pivotal point in its expansion. Currently, the company employs 15 individuals, with aggressive plans to scale to 50 employees within the next twelve months. The existing workforce's gross monthly wages vary, with most employees earning under ₹21,000. However, a few employees like Aayush Kumar (₹20,500), Bhavna Sharma (₹21,500), and Esha Verma (₹21,000) are near or at the crucial wage threshold. A unique consideration is Chaitanya Singh, a Person with Disability (PWD), who earns ₹24,000. Deepak Gupta, earning ₹19,000, represents the average employee profile. The company's HR manager, Ms. Priya, is new to the complexities of social security legislation and is tasked with ensuring full compliance with the Employees' State Insurance Act, 1948 (ESI Act). She needs to provide a clear and detailed report to the management team, but is confused about who is covered, how contributions are calculated, and what benefits the employees are entitled to. Ms. Priya's first challenge is to determine the company's legal obligations. She must ascertain if ITS falls under the purview of the ESI Act, which in Maharashtra applies to establishments with 10 or more employees. She also needs to identify which of her employees, based on the current wage ceiling of ₹21,000 for general employees and ₹25,000 for PWDs, are mandatorily covered under the scheme. This is a critical first step as it dictates all subsequent actions. Following the determination of applicability, the most immediate task is to calculate the monthly ESI contributions. Ms. Priya knows the employee contribution is 0.75% of wages and the employer contribution is 3.25%. She must accurately calculate these amounts for Aayush, Bhavna, Chaitanya, and Deepak to demonstrate the financial impact to the management. Beyond the initial compliance, Ms. Priya's report must also address the six main benefits under the ESI Act through a series of hypothetical scenarios. First, for Sickness Benefit, she must calculate the compensation for Esha Verma, who needs 30 days of leave due to illness. Esha has paid contributions for 78 days in the preceding contribution period. Next, she needs to determine the Maternity Benefit for

Bhavna Sharma, an unmarried mother, who has worked for ITS for 18 months and has paid contributions for over 70 days in the two preceding contribution periods. The scenario for Temporary Disablement Benefit involves Deepak Gupta, who sustains a work-related injury resulting in a two-month temporary disability. Ms. Priya must calculate his benefit based on his ₹19,000 wage. This scenario is further complicated by the need to explain the difference if his disability had been permanent. The final benefit-related challenge concerns Funeral Expenses: she must state who is eligible and what amount is payable in the unfortunate event of Aayush Kumar's death from a non-work-related cause. Finally, Ms. Priya needs to provide a forward-looking perspective on the ESI Act. Her report must include a brief discussion of key amendments that have influenced the scheme, such as the periodic adjustments to the wage ceiling and the introduction of new benefits like the Atal Bimit Vyakti Kalyan Yojana (ABVKY) for unemployment allowance. She must conclude her report by presenting a strong business case for compliance, not just from a legal standpoint, but also by highlighting the strategic human capital benefits, such as employee welfare, morale, and talent retention, that arise from a robust social security program. The management team at ITS expects a comprehensive analysis that not only solves the immediate compliance puzzle but also positions the company as a responsible and employee-centric organization.

In summary, the students are expected to act as consultants, not just clerks. They must: analyze the company's situation. Research the relevant legal provisions and current rates. And Calculate the financial implications. Justify their findings and recommendations with a strong business rationale.

c. Case let: Siddhatech Pvt. Ltd. is a mid-sized IT services company with 1,200 employees spread across India. The company has been growing steadily, but its HR Operations department is facing challenges due to rapid expansion, increased attrition, and the integration of new digital tools. The new HR Operations Manager, Ananya, has been hired to streamline processes and lead a team of 12 HR operations specialists. She reports directly to the CHRO. Within three months of joining, Ananya faces multiple challenges like The HR team is demotivated. Many feel they are not growing professionally. Performance monitoring has been inconsistent, and some junior HRs are confused about career goals.Payroll errors have increased by 15% in the last two months. Several employees complained about incorrect deductions. Also, the onboarding process has become slow due to poor coordination between HR and IT. Two senior HR specialists are constantly in conflict—one prefers traditional methods, while the other pushes for digital-first solutions. Their lack of collaboration is delaying projects. The company is planning to roll out a new performance-linked incentive policy across departments. HR operations must design the rollout plan, ensure transparent communication, and integrate it with existing HR systems—all within two months.

1. *If you were Ananya, how would you handle the conflict between the two senior HR specialists? How should she ensure smooth collaboration between HR and IT teams during onboarding?*
2. *What strategy should Ananya follow to implement the new performance-linked incentive plan within two months?*